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AN ANALYSIS OF THE IMPACT OF CULTURAL DIFFERENCES UPON
MANAGEMENT STYLES OF SELECTED TAIWANESE MANAGERS WITHIN
BUSINESS/INDUSTRY ORGANIZATIONS OF SOUTHERN CALIFORNIA

A Thesis
Presented to the
Faculty of
California State University, San Bernardino

In Partial Fulfillment
of the requirements for the Degree
Master of Arts
in
Education: Vocational

by
Hunglin Maggie Chen
June 1995


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Approved by:


Dr. Theodore H. Zimmerman, Committee Chair
Secondary and Vocational Education

6/12/95
Date

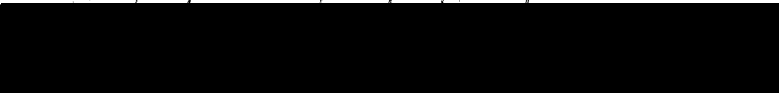

Dr. Ronald K. Pendleton Ph. D.
Secondary and Vocational Education

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ABSTRACT

International business transactions are challenging. People or organizations from very different backgrounds meet to work out agreements intended to serve beneficial goals. Every day we witness appearing increasing evidence of the importance of understanding ourselves and others if we are to survive and live in the world. Communications factors become much more complex than what happens in business involving people from the same culture. This study is about the perceptions of Taiwanese and Americans who are involved in business and management with one another. This study applies to the economical level, as well as the social and political levels. Within the United States, especially, Southern California, there is an increasing concern about the impact of culture within business organizations. Yet cultural misunderstandings can confuse business dealings. According to case study , Primax Wheel Corporation, researcher finds that the reflections of people from each culture paint a fascinating picture of individuals who want very much to embrace each other as long-lost cousins, but who are a little hurt and confused that it may not be as easy as they thought at first. These cultural differences are healthy although some people are blind to the realities of that impact.

ACKNOWLEDGMENTS

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Secondly, I would like to thank my parents, who always stood by me throughout this project, for their support and encouragement.

Most of all, suggestions for improving this project will be appreciate from all who share the researcher's interest on narrowing gap between the cultural differences in doing business . I really appreciate the all above, who give me the faith to complete this commitment, for which I will be forever grateful.

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CHAPTER I

INTRODUCTION

Background

In the global village of the 1990s, every person on the earth is a neighbor. Cultures interact more with one another now than at any previous time in human history. Successful business transactions depend on people being able to understand one another at least well enough to negotiate mutually satisfactory agreements, and carry out those agreements.

At present, through working at a Taiwanese multinational company, located in Rancho Cucamonga, this researcher deals with international factors-cultural differences. There is much material here that can provide us understand of differing cultural norms within a American managerial style.

Nature of the Problem

Managers, educators, and writers, usually assume that cultural differences are barriers and hinder communication and interaction. In order to overcome those barriers and hindrances, we should understand the differences between one's own culture and others. Working in a multinational

cultural values as an extremely important role in an international company. As a manager, a beginning point in the training and preparation to consider the manager as a intercultural communicator.

According to Drucker (1977) a manager can be defined only by that person's function and by the contribution he or she is expected to make. Also, the one contribution a manager is uniquely expected to make is to combine vision and ability to perform. Managers are those who convert the disorganized resources of persons, machines, material, money, time, and space, into a useful and effective enterprise. Also, to convert disorganized resources into a useful and effective enterprise one must be an effective communicator (Kast and Rosenzweig, 1985). In fact, the success of the transactions depends almost entirely on how well managers understand and communicate with each other.

Significance of the Problem

In business, there are many dilemmas in the process of decision making. Taiwanese managers, especially, who are not American and have not lived in United States over one year, yet they have to solve and handle complex problems in American. Sometimes top managers can not communicate very well with department managers, or they think did well. But after projects are through, problems are coming together.

Those who would be global managers are able to understand and analyze the impact of culture on organizations. If they do not, managers would fail in a company. Like the company I'm working for, Primax Wheel Corporation, which was established three years ago in the United States. From the beginning to the present, the general manager has been changed three times. They all come from Taiwan, three of them never lived here over one year. The common problem in each of these managers is the difficulty to exercise leadership in cultural synergy. Without cultural synergy, employees could not cooperate together for mutual advantage because the customs and traditions of that entity supported such behavior. In such a uncoordinative atmosphere the individual and group work toward his/her own advantage, the effectiveness of organizations can not exist any more.

Statement of the Problem

The researcher works with the company which located in Rancho Cucamonga, Primax Wheel Corporation is a division of the manufacturing company of Ensure Company (in Taiwan). There are 20 employees, 10 of whom are American and others are Taiwanese. The parent company, Ensure Co., sends CEOs from Taiwan. Therefore, CEOs, General Managers, and top managers, have never lived in the USA before, also these CEOs try to manage Americans but applying Taiwanese

managerial styles. No wonder a lot of issues come from cultural differences, managerial methods and philosophies. For instance, Negandhi & Prasad (1972) noted that all underdeveloped countries are plagued by widespread favoritism and nepotism. Certainly, if we do not recognize that cultural values could result in company dilemmas and if we ignore to deal with existing problems in those kinds of multinational companies right now, Taiwanese managers could not work well in Southern California multinational company.

From management concerns, human resource is the heart of most personnel practices. Top managers should find that their most important concerns revolve around human resource management. If top managers can not understand and really become involved in foreign environments, then how can they work with employees like a team. Like Mills (1988) states that if company wants to be successful, every company needs a good working relationship with its employees. On the other hand, Eastern and Western cultural shocks impact different managerial behavior, and different individuals depend on their individual perspectives and purposes. So, when in the beginning of this year, some employees can not stand or realize what Taiwanese managers need, then they quit their jobs. As a matter of fact, everybody knows that managerial philosophy in the company results in political problems and misunderstandings.

Purpose of the Study

In order to be effective in the modern marketplace, managers must learn how to negotiate with people of cultures other than their own.

1. How do employees and management considerations come together as key strategic and operating decisions are made and implemented by Taiwanese multinational in Southern California ?
2. How do Taiwanese managerial experiences compare to experiences of other foreign-owned and domestic firms?
3. What does this experience portend regarding US employees' interest in being able to compete successfully in the US market, and in the US national interest in promoting employment, expanding incomes, competitive markets, and so forth?

Overview of Research Question

Several research questions were considered in order to address the purpose of this study. One area of concentration was the acquisition, assimilation, and documentation of primary research data regarding the improvement of effective managerial style. The effective managerial style focused on Taiwanese manager's managerial philosophy and supported improvement in multinationals business.

An additional area of concern was the design of a survey instrument which was thoroughly specific to the central issues of the study as it expertly exposes the subsequent findings.

The researcher identifies a series of philosophical management foundations which clarify both effective and ineffective managerial beliefs and consider them the independent variable. The researcher then identified from library research, cultural differences, and behaviors of effective managing. This category of Taiwanese managing practice is considered the dependent variable and measures the ratio and the cause and effective relationship between employees and top-managers.

The primary question focused on the Taiwanese manager's ability to properly identify effective and ineffective philosophical and managerial beliefs and for the researcher to understand and then share with the reader the correlation between personnel cultural foundations and effective managerial style which improve both the employee's and company's achievement. All research questions will be fully examined in Chapter Three.

Limitations

For the purpose of this study an attempt will be made to generalize beyond the population defined by the research.

However, there may be a specific area as where generalizations may be appropriate.

According to this study, the population was limited to managers from the following groups: Taiwanese managers who are working, have been working, or had been working in Southern California. The sample of this population was taken from the top-level manager of the company. This random sample group may contain sampling errors due to the small size of the chosen population and individual variance; and in fact they may be atypical. The population sample size limits the scope and generalizability of this study.

The geographical area for this study was limited to the variance of the individual respondents based on the Southern California business community in which they have, or had been working.

For the purpose of this study, descriptive research specifically focuses on the effective methods of managerial philosophy examined as it is. The definition of effective managerial style is limited to one outcome : The less cultural differences, the more management is effective.

Definition of Terms

For the purpose of this study the following definitions will apply.

Culture: According to Webster's II International Dictionary (1988): " the body of customary beliefs, social forms, and material traits constituting a distinct complex of tradition of a racial, religious or social group."

Sitatram (1971) says culture is "the sum of learned behaviors of a group of people living in a geographic area...generally considered to be the tradition of that people and are transmitted from generation to generation."

The common theme, "culture," as used here, is the way of life of "people," a racial, religious or social group- the sum of their learned behavior patterns, attitudes, and material things, which is generally transmitted from generation to generation.

Effective: "Effective " means in a way that works, or accomplishes the intended result. In the case of management, "effective" management is as some social scientists suggest a measurement of managerial effectiveness in terms of the utilization of human assets.

Intercultural communication: Samovar and Porter (1972) define intercultural communication as simply the form of interaction that takes place when speakers and listeners come from different cultures.

Business: "Business is a language. And it's universal. Webster's II Dictionary (1988) stated it as : any "commercial, industrial or professional activity," or "the occupation, work or trade one is engaged in."

International company: Bartlett & Ghoshal (1989) indicate that the key strategic capabilities of international companies is "exploiting parent company knowledge and capabilities through world wide diffusion and adaptation".

Multinational Company: Bartlett & Ghoshal (1989) point out that the key strategic capabilities of multinational companies is "building strong local presence through sensitivity and responsiveness to national differences".

Ohmae (1985) explain that the multinational corporation is the traditional form, where headquarters has the dominant role and does all the planning and control. Resources are allocated according to the business plan, and most frequently preference is given to the domestic market and large operations, regardless of the strategic importance of the region.

CHAPTER II

REVIEW OF RELATED LITERATURE

Introduction

This study helps to fill the gap in the current literature about relations between Taiwanese and Americans who seek to do work together in the California free market economy. Data about actual management relations from the point of view of the people involved in them were systematically reviewed. By orienting theory Topraxis, this work also makes a contribution to the development of sound theory about intercultural business.

The Definition of Culture

The term "culture" can describe groups at many different levels (Kim, 1984). Moreover in a sense, intercultural communication takes places whenever any two human beings try to make themselves understood to one another. Tannen (1991) notes that every person has a unique set of experiences, values, and behaviors. Each has unspoken assumptions about the way the world ought to work. Even between people of similar background, or different genders, it has been said there are different perceptions. The other way of defining culture is proposed by

Hall (1959) : "For anthropologists culture has long stood for the way of life of a people, for the sum of their learned behavior patterns, attitudes, and material things."

These three definitions of culture the researcher, allows to be combined. "Culture," as used here, is the way of life of "people," a racial, religious or social group-the sum of their learned behavior patterns, attitudes, and material things, which is generally transmitted from generation to generation.

The Relationship Between Culture and Managerial Style

In today's international distribution world, enterprise has not played a single role in domestic markets, as we still emphasize the competition of other countries in the market. Multinational management is the trend of the future, also they are forming into global management activity. In the whole world, today nations become closer and closer. Western and Eastern cultures have more chances to work together. To be multinational corporation, it is important for managers to accept and accommodate different countries and cultural trends, for instance political, economic, technological, financial and so on. Apparently, it is become a big challenge when we are doing business .

When a multinational corporation is influenced by a foreign culture , the performance and effectiveness of that company will have been quietly changed. Managers are supposed to feel frustrated in various circumstances. Especially, when multinational corporations expand their cross-cultural business, the role of manager deserves more considerations. According to the impact on the host country, like Primax Wheel Corporation in the American, the multinational company has mutual reflection to their Taiwanese business. The following three models explain cultural and environmental factors that interact between performance and effectiveness of enterprise.

Farmer-Richman Model.

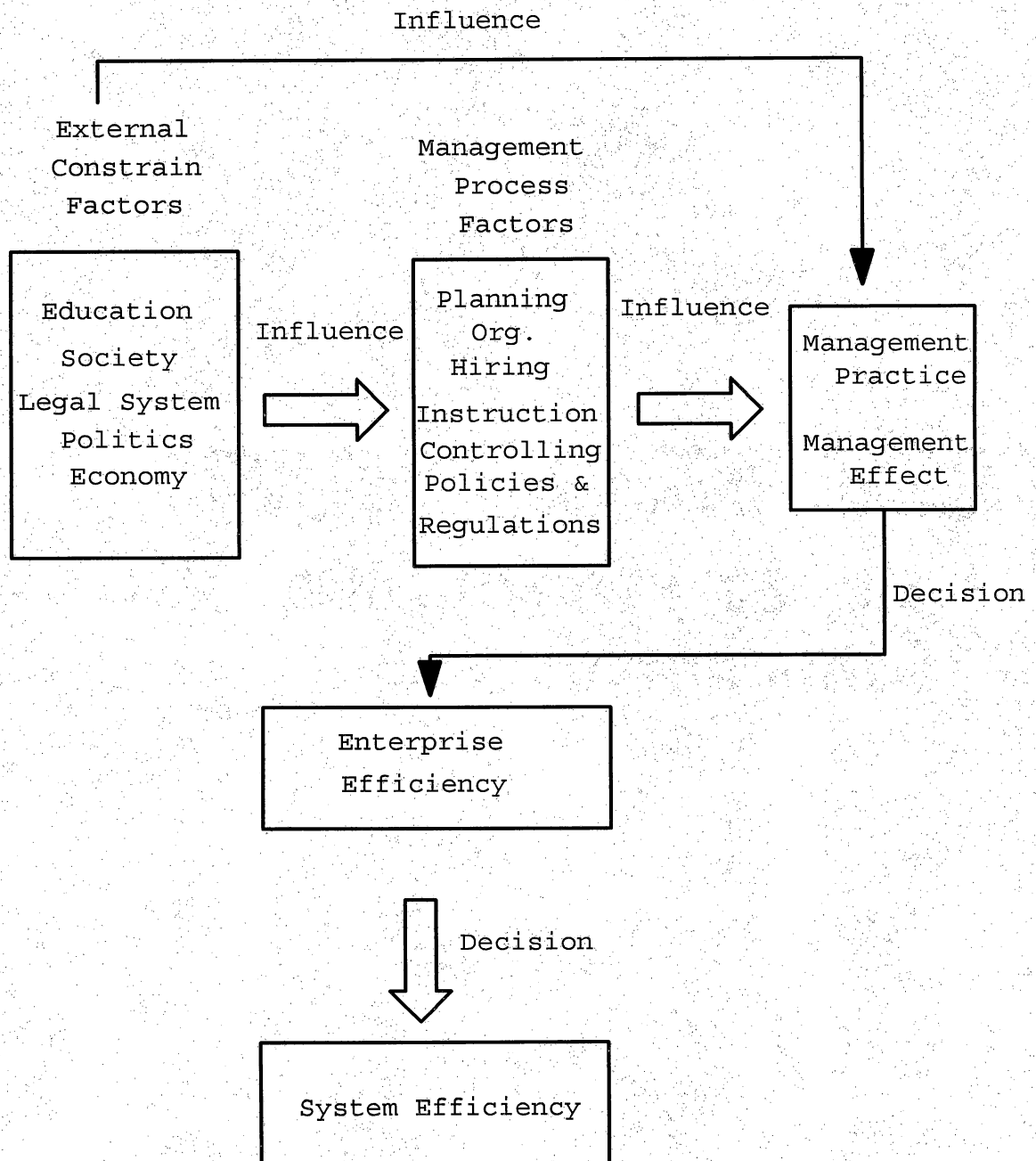
Farmer and Richman (1965) noted a model to clarify that when a corporation has to face a changing external environment, they are going to have similar factors to influence managerial effectiveness. Accordingly, managerial effectiveness will affect the efficiency of the company and the efficiency of the whole company will result in the efficiency of the Economic System. There is a very important concept which is to do business with different country and cultural environmental factors. This practice will have different managerial methods, that could affect

different companies doing business in different countries.

From Model A, Farmer-Richman includes four main theories :

1. External Constraints -- education, society political policy and economy.
2. Internal Constraints -- operation of human resource and material resource.
3. Managerial Efficiency
4. Comparative Management Problems -- Company have comparative efficiency in different environment.

Model A: Famer-Richman Model

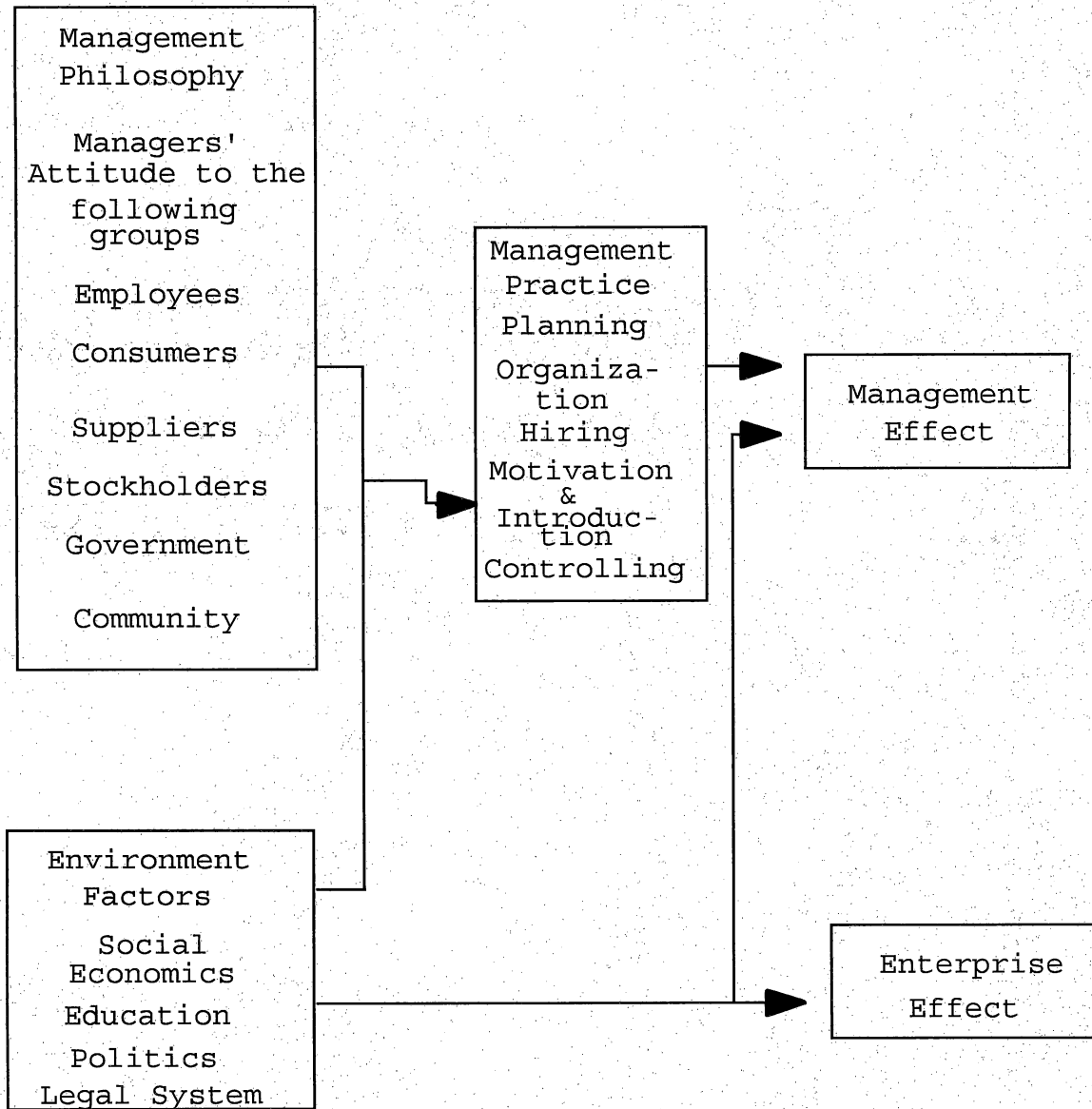


Resource: Farmer, R.N. & Richman, B.M. (1965) "Comparative Management and Economic Progress" Home Wood, III. Richard D. Irwin, Inc.

Negandhi - Prasad Model.

Negandhi and Prasad (1971) have developed a comparative management theory to recognize what are the basics of external environment. Also, they think management philosophy is an independent variable to affect management practice. Furthermore, they remark that management philosophy has some integrates that could transfer from one country to another country and provide successful operation. From Model B, we can see how management interacts with the internal and external companies.

Model B: Negandhi-Prasad Model



Resource: Negandhi, A.R. & Prasad, S.B. (1971)
"Comparative Management" New York:
Appleton-Century-Crofts

Lane Model.

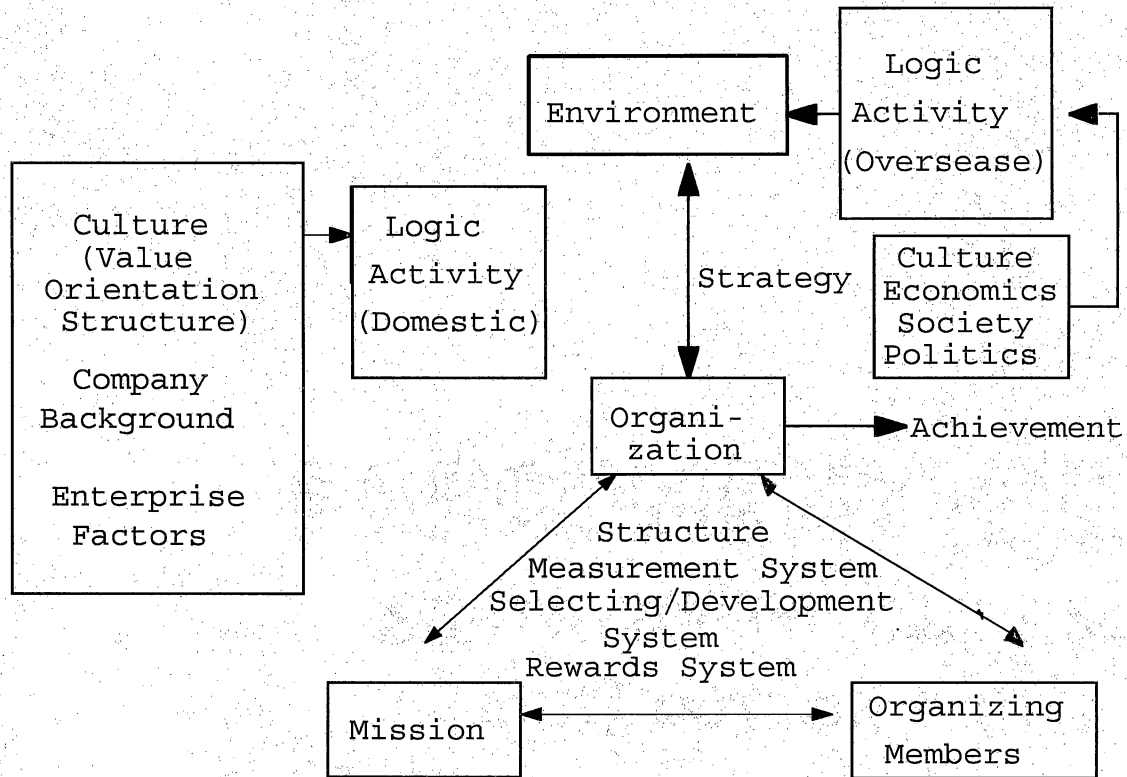
Lane (1980) comments that management tasks play a prominent role in a central organizational system in order to develop and maintain the consistency of organization and external environment. From Model C, we can know how organizations implement the managerial procedure to accommodate the impact of the external environment. From this system of management, we can probably have five segments:

1. Strategy: the method the organization uses to position itself in an environment. In other words, the company develops a strategy to overcome crisis factors in order to exactly forecast goals in the industry.
2. Structure: how the company operates human resources and combines each department function.
3. Measurement system: includes working relationship, information system and evaluation of employees.
4. Reward system: reward, penalty or job redesigned.
5. Selection/Development system: recruiting or training employees, and developing tasks.

This model clearly introduces multinational corporation. This is not only influenced by its own culture but is also impacted by the foreign culture. Lane five-Value Orientations explains how cultural factors influence the way of managerial style. Cultural factors include

company background (i.e. the age of company, company scope and so on), enterprise factors (i.e. local market, relationship with government and so on) to work on Logic of Action. As a matter of fact, Logic of Action is called management philosophy. These factors deeply affect the managerial system of organization. Dealing with foreign culture, a multinational corporation also has to pay attention to local culture, and look at local economy, society and political factors. Those factors naturally format a logical activity to modify enterprise in foreign countries.

Model C: Lane Model



Resource: Lane, H.W. (1980) "System, Value and Action: An Analytic Framework for Intercultural Research" Management International Review

Comparison Eastern and Western Culture

Hall's High and Low Context Cultures.

From the Hall's model (1987) of low and high context cultures, the people of Taiwan are described as relatively high context people. American people seem to be more low context. In a high context culture, people are so familiar with one another and the rules of interaction, that little needs to be explained. Through long association, members of such a culture know what to expect from one another in most kinds of human interaction. The community is stable and interdependent. Therefore the well-being of the group is more important than the individual's desires. Relationships with the people of one's community are of primary importance. People spend more of their time in groups than alone. Business, time and relationships are not compartmentalized. Everything is related to everything else. Decisions are generally made through philosophical conversation. The Americans love the friendliness of it all, and after a relatively short time, are exhausted and long to find some peace and solitude.

Hofstede's Dimensions.

Hofstede (1984) suggests that cultures differ on continuums of power distance, uncertainty avoidance and masculinity/femininity. Hofstede uses the term "power

distance" to describe the degree of hierarchical differences in power people are willing to accept in a given society. The people of Taiwan certainly have hierarchies of organizational authority. On the other hand, Americans think deeply about the profound underlying commitment to basic egalitarianism. More important, however, is how Americans feel people are fundamentally equal. But Taiwanese feel that while individuals may have differing innate talents and capacities, that one person is superior to another by right of birth. For example, when two persons both have same MBA degree in University of California, Berkeley. If the one person's parents have political or economical background, it is easier to get higher compensation and better position or be promoted sooner. There is still some under ground information for specific person of power or family name. That is the gap between system of thought of Eastern and Western culture.

Taiwanese Managerial Value-Orientation

Since 1949, when Kuo-Ming party moved to Taiwan from China, Taiwan has gradually reformed a specific culture which is Taiwanese culture. The Taiwanese culture has mixed both traditional Confucianism and Taiwanese local culture.

There are three aspects to describe Taiwanese personality managerial value-orientation:

Taiwanese Personality is Reformed by Authority and Traditional Value-Orientation.

Taiwanese have been trained and educated in authoritative personality and philosophy since they were little. Wan (1989) stated that Taiwanese (general Chinese) obey God sayings, elders sayings, emperors sayings, higher social politician sayings. Taiwanese respect past knowledge and experiences. Taiwanese are obedient of original social regulation. Also, Taiwanese look for deeper group and family reputation. This kind of philosophy comes from Confucianism. Confucian mentioned that emperors mean everything, if they want you to die, you have it to die. Father wants the son to die, son has to die.

Wan (1989) said that, on the other hand, the negative result of authority is obedience, which lacks the nature of bravey and creativity. These kinds of characteristics and culture controlled Chinese and Taiwanese over two thousand years. No wonder Confucianism is unconsciously dominating Taiwanese thinking and philosophy all the time. Weber (1965) mentioned that Authority has three types: rational authority, traditional authority, and God authority. Also, God authority comes from nature, no doubt, it exists in any kind of society.

Personality Was Reformed by Achievement Value-Orientation.

In traditional Taiwanese society, most of the people are farmers. The only way to get higher status or position in society is to pass a national examination. After passing the examination, lower class people may become the lowest noble which means having so-called social status. Wan (1989) states that traditional Taiwanese think a person's level in society will show their relationship from achievement value-orientation. People think higher power represents higher achievement. Emperors represent the most prominent achievement. Because traditional Taiwanese society emphasizes family life style, group relationships have special meaning in Taiwanese society. It is apparent that family enterprise plays an important role in Taiwanese business. Certainly, these kinds of theories affect any managerial type of Taiwanese business-persons. From these processes of personality and cultural development, it is not difficult to come to a conclusion Taiwanese are obedient. Taiwanese strongly show their obedience, because all achievement value of people must obey the regulation and system of existing society.

Personality Was Reformed by Morality Value-Orientation.

Wen (1968) said that traditional Taiwanese society is a moral society. Also, most of the Taiwanese moral theories originate from Confucianism. Confucius simply explained "Ran."

1. Control yourself, obey social regulation.
2. Put yourself in other people's shoes, always.
3. Have polite attitude to build up good relationship
4. Be brave to achieve work.

The "Ran" theory leads Taiwanese morality value-orientation and influences Taiwanese behavior all the time. Parsons (1966) thinks that Confucianism strongly emphasizes morality. It is believed that morality is the mainframe process in Taiwanese modern history. Also, morality maintains the structure of society and keeps the organization of the society.

CHAPTER III

RESEARCH DESIGN AND PROCEDURES

Introduction

The preliminary research methods used to study the problem of effective managerial styles of Taiwanese managers required three parts: First, the acquisition, assimilation, and documentation of primary descriptive research data specifically focusing on effective managerial styles of selected Taiwanese managers. The effective managerial style of selected Taiwanese managers which were identified supported improvement in management defects because of cultural differences. Second, fabrication of a survey instrument which was specific to the central research questions of the study to expertly expose the subsequent findings. Third, conducting a Taiwanese managers' field test survey which in Part I identified both basic management knowledge (includes internal and external management factors) and managerial philosophy and considered the dependent variable. The researcher then identified from library research, Taiwanese managers of different businesses/industries. This category, Part II of the survey, identified managerial experiences which were considered the independent variable and measured via

the cause and effect relationship between both aforementioned groups.

The primary questions focused on the Taiwanese managers' ability to properly identify effective and ineffective philosophical beliefs and properly identify known managerial experiences. The data then explained the intercorrelation between both groups of questions.

Research Questions

The research questions of this study were:

1. How do Taiwanese managers' philosophical foundations correlate with their knowledge of effective managerial style?
2. Is there a significant difference among the Taiwanese managers in Southern California?
3. On what characteristics do these selected Taiwanese managers vary?

Questionnaire

Introduction.

The researcher prepared a questionnaire in order to address the research questions contained in the study. A packet was prepared for hand delivery to the respondents and contained a cover letter explaining the purpose of the survey, instruction page soliciting information about the

respondent's career as an Taiwanese manager in Southern California, the survey instrument containing Part I of the study which was considered the independent variable, and Part II of the study which was considered the dependent variable. The questionnaire was hand delivered and administered to ten managers who have undergraduate degrees in the school of business, computer science or related majors.

Questionnaire respondents were asked in Part I to indicate by numerical degree (1 through 5) their belief in the identified managerial philosophy. In Part II the respondents were asked to indicate in writing in order to enable them to answer in the identified managing effectiveness process. They were additionally asked to add comments and suggestions.

Introductory Page of the Questionnaire

The introductory page of the questionnaire contained instructions for completing the questionnaire and questions regarding the respondents' company and personal background. This background information was statistically coded by the researcher to numerically identify respondents by position. The information requested was present position, subject area, years of experience in present position, and total years as a manager.

Part I of the Questionnaire: Management Foundations

Part I of the questionnaire: management foundations, contained ten questions which focused on an individual manager's philosophical managing beliefs. Part I was designed as the independent criterion variable for the analysis of data.

Questions were designed so that all questions (1 to 10) show correct or effective philosophical managing beliefs. If answered perfectly by the respondents, the answer would have been 5 or strongly believe it is true.

Part II of the Questionnaire: The Managing Process

Part II of the questionnaire, the managing process, contained nine questions with each question having blank space for respondents to fill in. Each question explored the effective managing process, which the researcher had found through research, had caused increased corporation and employee achievement. Part II was designed as the independent criterion variable for the analysis of data.

Methods and Procedures

The researcher selected the DIALOG Information Service and ERIC database for the computer search. The researcher utilized the facilities of the Pfau Library at California

State University, San Bernardino, the Main Library of University of California, Los Angeles, University of South California, and Pasadena City Library.

The database searched for all documents identified by the descriptor, managers effectiveness, with several subdescriptors. Publication year was specified to include 1964 to 1994, and publication/document type was limited to reports, research/technical. The ERIC requirement for Management/Educational descriptor was assigned to every document. The research was specifically designed to include selected Taiwanese managers level descriptor located in Southern California and research studies where managers are working in a computer company, an international trading corporation, an electrical components company, or a furniture trading corporation.

In all, 52 documents met the above criteria. Of these, 30 were journal articles, and 22 were conference papers, books, dissertations and other documents accessible on ERIC microfiche.

As a first consideration, the document had to discuss managerial style research linking Taiwanese culture with value-orientation. The first employer letters (see Appendix A) and questionnaires (see Appendix B) were handed in March 1995. The managers were asked to return the Survey in a self-addressed, stamped envelope after completion.

Identification of Selected Taiwanese Managers

Research reports containing selected Taiwanese managers were studied carefully so that managerial style as effective or ineffective would capture the exact meaning the experimenter had intended. What managerial philosophies were listed in a table, those precise wordings were used. In the study, the researcher limited sample in the Taiwanese managers who were employed, have worked or are working in Southern California. Furthermore, those selected Taiwanese managers are classified top managers in each corporation. They have authority and right to involve in decision-making which include financial management, human resource management, marketing strategy, and so on.

Population Sample and Description

For the purpose of this study the population was chosen from selected Taiwanese managers within the following corporations which locate in Southern California: computer company, international trading corporation, electrical components company, furniture trading corporation, and commercial bank. These corporations all have branches in Southern California, as well as the board of director is Taiwanese. The samples of this population are taken from top managers which have difficulty or feel bad experiences

in managerial and cultural aspects. This random sample group may contain sampling error due to the small size of the chosen population and individual variance and in fact may be atypical. The population sample size limits the scope and generalizability of this study.

Methods and Treatment of Data

The introductory page of the questionnaire roughly contained questions regarding the respondent's background. This background information was statistically coded by the researcher to numerically identify respondents by their present position, name of the company, name of industry, year in present position, and total years as a manager. This information was then used for the grouping of data.

Pilot Study

Prior to the finalization of the questionnaire instrument and data collection methods, the researcher conducted a brief preliminary survey utilizing 10 managers from the different business/industry in Southern California. The researcher administered the questionnaire to the aforementioned managers and conducted interviews with the subjects regarding the general understandibility of the instructions and questionnaire. I got a positive response to problems associated with the instructions of the

questionnaire format. No significant additional problems were noted by the researcher. Due to the respondents' positive response and no associated problems noted by the researcher, the questionnaire details were finalized, and a larger format survey was conducted.

CHAPTER IV

FINDINGS AND DISCUSSION

Findings

The data from the survey which was handed to selected Taiwanese managers in Southern California is shown in two sections. The first section was covered by questions 1 through 10 (see Appendix C) and requested managers to rate the level of management foundations. The second section addressed essay questions 11 through 19 (see Appendix C) and inquired about what is the meaning of the managing process. The analyzed data indicated that there was a consistency throughout the two sections.

Variables (1, 2, 3, 5, 9, 10) and essay questions (11, 2, 6, 17, 18) highlighted research question nine and showed managers' philosophy in human resource perspectives. Variables 4 and 6 expressed how much managers know about the definition of organizations. Variables (7 and 8) and assay questions (13 and 14) indicated how communication skills reflect managerial style. Essay question 15 expressed how team work relates to managerial style. Essay question 19 pointed to managerial style and value of managerial skills to Taiwanese managers.

Survey Return

In 1995, 10 managers were employed through a Taiwanese corporation in Southern California. Ten questionnaires were handed to qualified individuals who either were employed or have been working in Taiwanese corporations in Southern California at top management level. All 10 surveys were returned and represented a 100% return rate.

The results of the questionnaire were significant in obtaining data which specifically answered the research questions and the purpose of this study. Table 1 indicates the surveyed industry area, type of manager, and years of experience as a manager.

Table 1

Survey Return

Industry Area	Number of Respondents in Each Industry	Type of Manager	Years as a Manager
Bank	1	General Manager	15
Computer	1	Liaison Manager	6
Electronics & Semiconductor	5	Account Manager	2
		Sales Manager	10
		Sales Manager	8
		Store Manager	1
		Purchasing Manager	3
Plastics		General Manager	3
Automobile Parts		General Manager	3
Total Number	10		
Average Years			4.9

Research Question #1

"How do Taiwanese managers' philosophical foundations correlate with their knowledge of effective managerial style?"

Table 2 shows variables that address understanding of human resources (1,2,3,5,9,10). The scores for variables (3 and 9) score are below 4 which represents that managers do not have adequate knowledge in those two.

Table 2

Philosophical Foundations of Management

Mean Score by Taiwanese managers (Var. 1, 2, 3, 5, 9, 10)

Human Resource Aspect		
Score Range		
5 - Strongly believe it is true		
4 - Believe it is true		
3 - No opinion		
2 - Believe it is not true		
1 - Strongly believe not true		

Average Score		
Mean	4.25	Job-related performance appraisal system
Score	4.37	Subordinates' performances
	3.75	Decision makers
	4.25	Management environment
	3.88	The cost of training
	4.63	The meaning of training

The average score is in Table 3 that illustrates the summary of human resources in essay questions (11, 17, 18)

Table 3

Philosophical Foundations of Management

Meaning by Taiwanese managers (Essay 11, 17,18)

Human Resource Aspect

Number of Essay Questions	Number of Managers Answering the Essay Questions	Answering of Essay Questions
11	8	Consider others' thoughts and opinions
	1	Work as a team in a company
	1	Depend on the specific situation and environment
17	1	Depend on whoever has the patience and eagerness to learn
	1	Depend on the person's ability and his/her relationship with colleagues
	4	Depend on the person's educational background, working attitude and future need's of the enterprise
	4	Base on the person's performance, capability, leadership, and personal characteristics
18	7	Taiwanese employees have more loyalty to their company if compared to American employees
	2	There is no differences between races
	1	Taiwanese tend to work harder and follow any instructions from the company

Table 4 points to managers' philosophical foundations in an organizational aspect. Their average score is 4, which means they do not have a strong concept of organization in a company.

Table 4

Philosophical Foundations of Management

Mean Score by Taiwanese managers (Var. 4 and 6)

Organization Aspect		
Score Range		
5 - Strongly believe it is true		
4 - Believe it is true		
3 - No opinion		
2 - Believe it is not true		
1 - Strongly believe not true		
Mean	4.76	Organization's profits
Score		Social responsibilities
		Environment protection
	3.63	Organization's missions
		and goals

Table 5 reflects managers having professional knowledge in communication skills. These scores are above 4 points.

Table 5

Philosophical Foundations of Management

Mean Score by Taiwanese managers (Var. 7 and 8)

Communication skills Aspect		
Score Range		
5 - Strongly believe it is true		
4 - Believe it is true		
3 - No opinion		
2 - Believe it is not true		
1 - Strongly believe not true		
Mean	4.63	The process of communications
Score	4.5	Development of feedback system

Research Question #2

" Is there a significant difference among the Taiwanese managers in Southern California?"

Table 6 represents how Taiwanese managers emphasize loyalty to the company. According to essay (13), three out of four managers emphasize that their benefits are secondary to the company's welfare. They are going to pursue company profit instead of theirs. The overall response to essay 14, shows that 62.5% of the managers surveyed have the same opinion. Job challenge , achievement, power and position somehow are more important than compensations. Taiwanese managers emphasize whole organizations or enterprises. Essay question 15 highlights that the analysis of variance found that there was a significant difference among selected Taiwanese managers working in Southern California. Table 7 notes that 87.5% of Taiwanese managers do not discriminate race when they have to work as a team with employees. 12.5% of selected Taiwanese managers prefer to promote other Taiwanese employees as leaders.

Table 6

Philosophical Foundations of Management

Mean Score by Taiwanese managers (Essay 13 and 14)

Aspect of Loyalty to the Company

Number of Essay Questions	Number of Managers Answering the Essay Questions	Answering to Essay Questions
13	1	Managers should deserve what they receive
	1	Managers' action depend on the different situations
	8	Managers could consider company circumstance first
14	7	Job challenge, achievement, power, and position are somehow more important than compensation
	2	Achievement is as good as money
	1	No opinion

Table 7

Philosophical Foundations of Management

Mean Score by Taiwanese managers (Essay 15)

Team work Aspect

Number of Essay Questions	Number of Managers Answering the Essay Questions	Answering to Essay Questions
15	8	Depends on the employees' capability, performance and leadership
	2	No racial discrimination Prefers assigning projects to Taiwanese

Research Question #3

"On what characteristics do these selected Taiwanese managers vary?"

According to essay 19, managers clearly demonstrate their managerial style in their position. Positive comments and answers as to the benefit of having a foreigner in a top management position focus on the need for an additional perspective, rather than any direct business advantage.

Table 8 shows that Taiwanese selected managers' points of view in managerial differences. These answers highlight that Taiwanese selected managers emphasize leadership, motivation, strict discipline of organizations. Their

managerial styles strongly are affected by cultural value orientations.

Table 8

The Managing Process

Answered by Taiwanese managers (Essay 19)

Managerial Style	the meaning of managerial style
Leadership	Managers empower employees to follow their objectives and missions Managers have authority Leadership presents function Managers set goals for subordinates
Motivation	Managers are apt to be motivated Employees' reward Tangible rewards: money, gift Intangible rewards: encouraging words Managers encourage employees to be aggressive
Discipline	Managers treat themselves more strictly, but treat subordinates less strictly Managers have more professional and thorough knowledge of their job Managers have to discipline themselves first

Managerial Style	the meaning of managerial style
Communications	<p>Managers must have a proper way to communicate with employees</p> <p>Managers are supposed to have time to listen to employees' thoughts/ideas/suggestions/problems</p> <p>Methods:</p> <p>Top to bottom, bottom to top</p> <p>Internal to external, external to internal</p>
Group behavior	<p>Managers have to constantly watch group actions</p> <p>Be autonomous</p> <p>Be harmonious</p>
Time management	<p>Planning and scheduling</p> <p>Be efficient</p>
Resolving employee conflicts	<p>Coordinating</p> <p>Managers have to listen to different opinions</p> <p>Listening and using fair judgment when resolving conflicts</p>
Dealing with difficult people	<p>More and better communication skills are required</p> <p>Reasoning</p> <p>Understanding</p> <p>Discipline</p>
Dealing with unions	<p>Negotiating</p> <p>Compromising</p> <p>Considering</p>

Summary of Findings

There were no significant statistical differences between the selected Taiwanese managers in Southern California. All the responses were positive toward general management knowledge, management foundations, and managing process.

Table 3 points to a greater response for the human resource aspect, Variable 18. A higher percentage of selected Taiwanese managers believe that Taiwanese employees have more loyalty to their company if compared to American employees. Variable 11 represents that when a company provides a project to complete in a department, selected Taiwanese managers take more considerations with others' thoughts and opinions.

Table 6 indicates that more of selected Taiwanese managers may consider company circumstance first instead of themselves. In fact, selected Taiwanese managers illustrate that job challenge, achievement, power and position are somehow more important than compensation.

According to survey from selected Taiwanese managers in Southern California, the researcher finds that an important problem in overseas management is "cultural shock." In other words, cultural differences results in cultural shock all the time. The manager of a multinational company, in directing his company's foreign operations, often has to get

used to recognize cultural differences far beyond the foreign sphere proper. Just as he needs some understanding of the political and legal environments, so also does he find that cultural phenomena are of not small importance. Especially, Western and Eastern cultural differences which exist in doing business and managerial processes. Many will be the occasions when the selected Taiwanese managers will need to grasp the cultural aspects of situations in which he is called upon to make decisions. They may have to learn something about the entire life-style of not just one but of many foreign countries. Clearly, this is the most difficult to achieve if the "something" goes beyond the superficial. In fact, the selected Taiwanese managers suffer those kinds of issues which the researcher has concluded in each Table.

The research's objective is to gain a rich understanding of the organizational and administrative tasks facing selected Taiwanese managers in companies with worldwide operations in a time of major environmental change. The reasons why they have met problems of managing employees or have hardly communicated with subordinates because they lack how to identify and conceptualize the forces of changing the strategic challenges they knew.

In order to study these issues more functionally, the researcher points out that the management of worldwide operations is the management of complexity, diversity and

change, and the same challenges faced all managers everywhere as the world's increasingly linked economies sped toward the twenty-first century. The transitional organization we describe, and the process we propose for building and managing . The researcher emphasizes that Taiwanese multinational corporations are supposed to have special and specific lessons for managers in all large complex organizations.

Overall, there are certain trends and managerial styles that can be observed in selected Taiwanese managers in Southern California. It should be noted that these managers subconsciously show their own managerial styles when they manage their employees or work with their coworkers. Culture orientations, direct or indirect, have influenced the sample that the researcher used. From this data, the mean scores consistently prove the results of the survey.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results of this study supported the following conclusions. First, the previous discussion shows that a firm with substantial international business interests requires the important elements of excellent organization, perfect personnel, and an appropriate training system. Taiwanese corporations have developed their international business to become multinational businesses; their headquarters are supposed to directly influence the multinational business environment, corporation objectives, strategies, and resources. Generally, a multinational corporation structure will reflect considerations with adaptations made as they apply to each individual enterprise. There is no exception in Taiwanese enterprise. Hence, the planning for a suitable channel continually adapts their structures to change in the business environment, corporate objectives, strategies and resources.

Secondly, international operations, as a whole, and individual foreign affiliates are of great importance to the company. The quality and quantity of Taiwanese managerial resources are required to formulate policy, make complex decisions, and direct operations. The Taiwanese value-

orientation dramatically affects top Taiwanese managers in Southern California and other places in the world. Also, the advantage to a firm of being multinational includes the potential for geographically shifting resources, the emphasis of operations according to opportunities and problems perceived with a global perspective, and the ability to apply the lessons and experience from one region to other areas where they will be useful.

Thirdly, there are some reasons why the parent company will select management assignments at the headquarters level. For example, that means Taiwanese expatriate top managers are assigned to the host country (Southern California).

- a. When there are no identifiable foreign nationals with the required skills.
- b. When international corporations have implemented the transfer of technology and know-how, a foreign affiliate who is an experienced expatriate can do the job more effectively.
- c. Foreign assignments are believed to be useful in the over-all development of a parent-company, and executives, who oversee foreign assignments, will subsequently attain higher levels of responsibility in the parent corporation.

- d. When parent companies possess surplus personnel who would otherwise be unused and represent a resource waste if retained at home, they are put in charge of a branch or subsidiary.
- e. When cultural differences exist in a parent or host country, the parent country would rather have an expatriate in the host country. The reason is that the parent country can easily examine the motivation of individual employees because top managers from the parent company can easily communicate with headquarters. Understandably, the Taiwanese board of directors has more faith in their Taiwanese managers' enthusiasm and loyalty.

Recommendations

Based on the findings and conclusions presented in this research, it is recommended that individuals seeking to supplement this research focus on the following:

1. How Taiwanese managerial styles affect their business/industry;
2. How Taiwanese corporations use expatriate top managers to oversee the cultural differences in different countries;
3. What should the parent company understand about the host country's government regulations when they have branches or subsidiaries in other countries.

These questions and many others should be considered by persons seeking to successfully develop and implement motivation accommodation strategies for a vocational education program, which means providing a program to train or educate the selected managers for foreign assignment. The program may help multinational companies eliminate cultural differences when they are doing business in different countries. Positive comments as to the benefit of having a foreigner in a top management position focused on the need for an additional perceptive, rather than any direct business advantage.

APPENDIX A

Hunglin Maggie Chen
5587 Angelus Ave.
San Gabriel, CA 91776

Mar 11, 1995

Dear manager :

As a graduate student in Vocational Education at California State University, San Bernardino, I have developed the enclosed questionnaire, which is based on an extensive review of research reports on effective managerial styles of Taiwanese managers. The items contained in the questionnaire have been shown to improve management defects because of cultural differences.

By completing the attached questionnaire, you can contribute to the validity of my study. Your responses will be kept strictly confidential and no identifying information will be released. Please complete and return the questionnaire, in the enclosed envelope, before May 10, 1995.

This study has the endorsement of the Department of Vocational Education at California State University, San Bernardino, and will be used to strengthen the existing vocational education program.

If you would like to receive the results of this study, please provide your name and return address in the following provided space

Thanks for your help.
Sincerely,

Hunglin Maggie Chen

Cultural differences upon management style of selected
Taiwanese managers within business/industry organizations of
South California

By
Hunglin Maggie Chen

Survey

Understanding cultural differences how to affect managers, especially, Taiwanese managers within business/industry organizations of South California. Cultural differences are important for examing and improving the management style. This questionnaire has been compiled from research studies and will provide managers access to current information for making effective managerial process.

Present position: _____
Name of Company: _____
Name of Industry: _____
Years of Experience in Present position: _____
Total years as an manager: _____

ITEMS:

- a. Mark each item to indicate to degree to which you believe it is an indicator of effective managerial behaviors.
Place these numbers on the blanks adjacent to the items:
5 - Strongly believe it is true
4 - Believe it is true
3 - No opinion
2 - Believe it is not true
1 - Strongly believe it is not true
- b. Information listed below the behaviors identified in each sentence define the specific behaviors and is provided to avoid any confusion as to meaning.
- c. Give any other comments and suggestions that you wish about the effective managerial behaviors.

APPENDIX B

PART I Management Foundations

____ 1. A way to increase productivity is to identify and reward outstanding employees through a job-related performance appraisal system.

____ 2. Appraising subordinates' performance include identification of critical job elements, development of performance standards, and identifications of performance indicators.

____ 3. Managers are decision makers. Many of the decisions they make involve people - what applicant gets hired. what employee gets trained who gets promoted, who gets fired.

____ 4. In today's business environment, managers should emphasize their duties on organization's profits, social responsibilities, and environment protection.

____ 5. Humanity is the tough challenge for management (manager). Any change of management environment will reflect on the employees' humanity change. Therefore, to realize the humanity will be the significant stuff for today's managers.

____ 6. To achieve organization's missions and goals, usually managers will play lots of kinds of roles in today's organization :

- a. Figurehead
- b. Leader
- c. Liaison
- d. Inspector
- e. Disseminator
- f. Spokesman
- g. Entrepreneur
- h. Chaos handler
- i. Resource distributor
- j. Negotiator

____ 7. Communication is necessary between the organization and its environment, from higher to lower levels from lower to higher levels, and between submits of the organization.

____ 8. Organizational communication can be improved by developing feedback systems, regulating the flow of communication, managerial actions that encourage upward and lateral communication, suggestion systems, intraorganziation publications and advanced information technology.

____ 9. A specific timetable and determining actions required to attract, hire, train, and promote people are necessary for developing a human resource program. Enterprise should pay for the cost of training.

____ 10. Training is to strengthen employees' skills to improve their performance at the present job. Furthermore it is preparing the employees for a future position.

PART II

The Managing Process

11. As a manager, you have successfully finished your organization's policy, which means you qualified your position. You do not have to consider others' opinions and thoughts.

Opinion: _____

12. As a manager, before you make any policy or decision, you would like to discuss with your subordinates or understand subordinates' ideas and thoughts.

Opinion: _____

13. Be a manager, when your personal benefit and conflicts with company profits, you will pursue company profit instead of your benefits.

Opinion: _____

14. I work hard in order to pursue confidence, in other words, job challenge, achievement, power and status are more important than money.

Opinion: _____

15. When there comes a team work project in the organization, the members of this team including American and Taiwanese, who will be assigned to the leader of the team ?

Opinion: _____

16. If your company has educational approaches which help employees to gain more knowledge in on-the-job training, who will you recommend to, will you prefer Taiwanese. Why?

Opinion: _____

17. Please describe your company's recruitment policy that searches for employees who can be advanced into management.

Opinion: _____

18. Please describe subordinate loyalty. (Please based on different races)

Opinion: _____

19. Please describe the type of managerial style you had in the following status:

Leadership

Motivation

Discipline

Communications

Group behavior

Time management

Resolving employee conflicts

Dealing with unions and difficult people

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